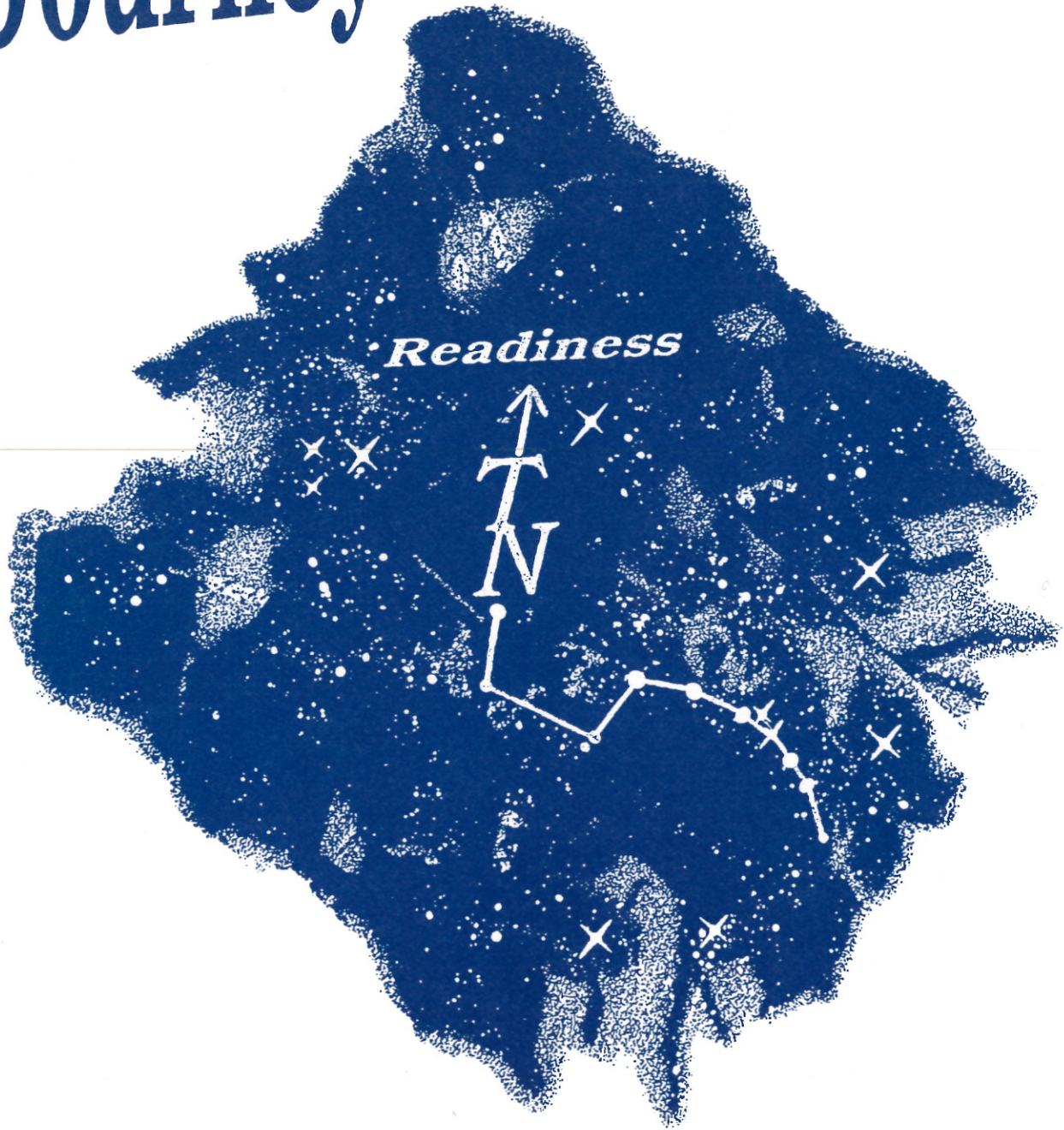


Journey to Excellence



Meeting the Challenges of the Future

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Forward

This document updates *Journey to Excellence*, as it refocuses Navy Medicine's vision of the future. It recognizes the commitment, unity of purpose, and the quality process improvements that have occurred since the publication of *Journey to Excellence*. It provides the over-arching guidance for the development of each activity's strategic plan to ensure that all of our efforts are in concert with the Navy Medical Department's Strategic Plan.

Reviewed and Approved
August 1995

A handwritten signature in cursive script that reads "Harold M. Koenig".

HAROLD M. KOENIG
Vice Admiral, Medical Corps
United States Navy
Surgeon General of the Navy



Journey to Excellence: Meeting the Challenges of the Future

Medical Department of the United States Navy Strategic Plan

Section I: Preface

Background and Purpose

We are living in an era of unprecedented change, where re-engineering, downsizing, and concern for efficiency are part of our daily lives. With these changes come increasing individual and corporate accountability in health care and unequalled opportunities for improvement. Navy Medicine must adapt to maximize performance as it moves as a unified, singularly focused organization toward its vision.

In publishing this document, the leaders of the Navy Medical Department are presenting a guiding strategy for charting our course into the 21st century. It is a plan that offers a balance between generality and specificity. It is general enough to facilitate adaptation at all levels of the Department to a rapidly changing environment, while it is specific enough to clearly focus on our Vision.

Charlie Golf One

The motto of the Navy Medical Department is depicted by the four signal pennants that fly beneath the American flag at all Navy medical and dental facilities. The topmost pennant, the international answering pennant, indicates that Navy Medicine worldwide will answer any distress call. The remaining three pennants, Charlie, Golf, and One, say that Navy Medicine is here, prepared, and ready to assist. Since distress, be it routine or an emergency, in peacetime, or in conflict, has no parameters and follows no schedule, the Medical Department's creed must be readiness.

A System of Care that Maximizes Readiness

Dr. Stephen R. Covey has introduced the concept of "true north" principles in his book, *Principle-Centered Leadership*. To paraphrase, true north principles are objective, basic, and "unarguable" tenets upon which an individual or group of individuals build their system of values. We recognize "a system of care that maximizes readiness" as a statement of "true north" that summarizes our vision of what we strive to be as we prepare for the year 2000 and beyond. This is closely related to the Department of Defense (DOD) Military Health Services System Mission Statement and the Department of Defense definition of medical readiness. The Military Health Services System Mission Statement is as follows:

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We are ready to provide top quality health services, whenever needed in support of military operations, and to members of the Armed Forces, their families, and others entitled to DOD health care.

The Department of Defense definition of medical readiness is our standard. It states:

Medical readiness encompasses the ability to mobilize, deploy, and sustain field medical services and support for any operation requiring military services; to maintain and project the continuum of health care resources required to provide for the health of the force; and to operate in conjunction with beneficiary care.

Journey to Excellence

The first Navy Medical Department Strategic Plan, entitled *Journey to Excellence*, was developed over a 2-year period and approved by the Surgeon General in March 1992.

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■ The Planning Process

Revision of the *Journey to Excellence* began with a survey of the invitees to the Fall 1993 Leaders Conference to determine their opinions about our success in implementing the 1992 Strategic Plan. The respondents thought moderate progress had been made to implement the goals, strategies, and objectives and nearly all thought these were still pertinent. Approximately one-third of the respondents thought clarification was needed.

At the spring 1994 Medical Department Flag Officers Conference, the attendees learned about the Hoshin Planning Process to be used to update the plan. In the fall of 1994, these senior leaders, acting as Navy Medicine's Board of Directors, participated in a 2-day facilitated Hoshin Planning Session.

During the fall session, as part of the Hoshin Planning Process, the Flags explored legislative and other mandates for Navy Medicine and assumptions about the future, and continuing themes. In addition, they conducted an analysis of the Navy Medical Department's internal strengths and weaknesses and the opportunities and threats in the external environment (SWOT analysis) that are expected to affect the Department's ability to meet its mission. These efforts identified the following themes: (1) an emphasis upon readiness and operational support, (2) increasing jointness, (3) decreasing resources, (4) a focus upon active duty health care, (5) increasing issues related to the delivery of peacetime health care, (6) increasing higher authority taskings, (7) mandates for regeneration, re-invention, and re-engineering, (8) women at sea, (9) changing cultural values, and (10) quality.

Based upon this analysis, they then developed corporate goals and strategies to lead Navy Medicine into the 21st century. Then they compared these goals and strategies with those in *Journey to Excellence* to ensure that all goals and strategies were appropriately

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considered. The Bureau of Medicine and Surgery staff and the Medical Department's commanding officers reviewed the new goals and strategies and offered suggestions for improvement. These were incorporated into the final strategic goals and general strategies approved by the Flags.

The next steps involve the development of implementing strategies, business plans, measureable objectives, and performance indicators by each of the Navy Medical Department commands and corps. All of these will be linked to this strategic plan. Progress will be monitored at all levels, results evaluated, and successes identified. Revisions will be made to the strategies, objectives, and performance indicators in response to the changing environment.

■ How the Navy Medical Department's Revised Strategic Plan Fits into the Overall Planning of the Navy Department

This document revises and updates *Journey to Excellence* and reflects our total commitment to all members of the Navy Medical Department - active, Reserve, officer, enlisted, and civilian. It is part of a process of ongoing planning in which the Navy Medical Department's strategic plan parallels those of the Department of Defense and the Department of the Navy, and the Navy's "*Forward ...From the Sea.*"

■ Quality and Excellence

Unlike *Journey to Excellence*, this document does not include a separate goal focusing on total quality leadership. We believe that quality and striving for excellence are part of everything we do in achieving our vision of the future. Continuous incorporation of high standards of quality are, therefore, the cornerstone of each of our corporate goals and strategies.

Accountability

We are accountable to the Department of the Navy, to all other legitimate authorities in the executive branch of the Federal Government, and ultimately to the American people for the accomplishment of our mission.

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Section II: Mission, Vision, and Guiding Principles

Mission

- We are the Medical Department of the United States Navy.
- Our mission is to ensure the health of our Sailors and Marines so that they are physically and mentally ready to carry out their worldwide mission.
- We will accomplish this with a comprehensive health promotion program and, when illness or injury intervenes, we will be there to restore optimal health.
- We strive continually to provide this same level of quality health care services to the families of active duty members and to all others entrusted to our care.

Vision

- We are the Medical Department of the United States Navy.
- We are committed to providing an environment of health care excellence in which:
 - All entrusted to our care proudly view Navy Medicine as their preferred source of health care.
 - Health care professionals view Navy Medicine as a superior arena for realizing their professional growth and satisfaction.
 - Health care organizations view the Navy Medical Department as a paradigm of excellence.
 - Fleet and field commanders view Navy Medicine as fully capable of providing optimal, timely, and comprehensive health care to their Sailors and Marines worldwide in peace and war.
 - Our people view themselves as empowered members of the world's finest health care team.

Guiding Principles

- We are the Medical Department of the United States Navy.
- We will support the combat readiness of the Navy and Marine Corps.
- We exist to ensure the best physical and mental health of the men and women of the United States Navy and Marine Corps.
 - Care for all persons as unique human beings worthy of our courtesy, compassion, and respect.
 - Earn the trust and confidence of our patients by enthusiastically providing prompt access to quality health care.
 - Attend to the medical needs of the families of our active duty members, our retirees, and their families, for just as the family supports the force, so must we support the family.
 - Teach, for it is through education that we build the foundation of our future.
 - Continuously improve in all aspects of our enterprise.
- We care for each other just as we care for our patients. This is the basis of the teamwork and trust that must exist for us to succeed.

Section III. Guiding Strategy

Rationale

Our guiding strategy consists of five corporate strategic goals and their supporting general strategies. The Navy Medical Department must achieve these goals and strategies in order to reach and maintain its *"true north"* as *"a system of care that maximizes readiness."* The term *"maximizes"* recognizes that as we set our priorities and make difficult decisions in an era of constrained resources, it will be necessary to become more efficient and to change our way of doing business.

Five criteria were applied when refining the corporate goals. Each goal statement must be: (1) action-oriented, (2) clear, (3) implementable, (4) stated in such a way that progress or attainment can be *"measured,"* and (5) be a *"goal,"* not a *"value."* As explained in the Preface, quality improvement and pursuit of excellence are the underlying themes for all of the corporate goals. Without these, our vision cannot be achieved.

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Strategic Goal 1: Readiness

Introduction:

Operational readiness covers a complex spectrum of military operations encompassing strategic deterrence, major regional conflicts, and natural disasters. While the threat of global conflict with another super power has diminished, the likelihood of small but intense regional conflicts is increasing.

The readiness goal emphasizes Navy Medicine's commitment to ensuring that Navy and Marine Corps personnel are fit to fight. This fitness is achieved through health promotion and preventive measures and through the provision of appropriate and timely medical care. To achieve the latter during military operations, we must develop our concepts of health service support in concert with the evolving concepts of operational maneuver embodied in "*Forward ...From the Sea.*" We will organize, equip, and train accordingly.

Navy Medicine will achieve its mission through its own successful programs of health promotion and fitness; platform focused, mission specific, individual and unit training; and strong research, development, and technology integration efforts.

Goal : **The Navy Medical Department will maintain and improve its capability to respond to ever-changing wartime, peacetime, and contingency operational requirements.**

Strategies:

The Navy Medical Department will:

1. Advocate health promotion and physical fitness as a readiness issue.
2. Provide the educational and health care resources necessary to support all members of the Navy and Marine Corps family in achieving and maintaining healthy and fit lifestyles.
3. Encourage and support individual responsibility and partnership between operational and health services systems in preventing, or failing prevention, managing illness and injuries.
4. Organize, equip, and train for the full spectrum of contingency operations, developing and maintaining training programs to support all naval and joint operational readiness requirements.
5. Maintain and improve research, development, and technology integration programs to support the full spectrum of operational requirements.
6. Take a leading role in the evolution of expeditionary logistics, leveraging technology to enhance capabilities while reducing lift requirements and footprint ashore.

Strategic Goal 2: People

Introduction:

We in the Navy Medical Department view our people as our most important resource. The "people goal" recognizes two broad principles which must apply: first, Navy Medicine will retain the best of the people it recruits; and, second, the best people will want to remain a part of Navy Medicine because of the challenge, training, professionalism, and overall environment Navy Medicine fosters. These will occur within the framework of a seamless active and Reserve force, capable of carrying out our primary mission of readiness. By these actions Navy Medicine will nurture and recognize the value of its primary resource.

Goal: **The Navy Medical Department will recruit a high quality, seamless active and Reserve force, configured for the year 2000 and beyond, train them for excellence, and create an environment that retains the best of its personnel to ensure mission accomplishment.**

Strategies:

The Navy Medical Department will:

1. Recruit sufficient numbers of active and Reserve personnel with appropriate skills to meet mission requirements.
2. Stimulate and enable every member of the Medical Department to reach his or her full potential by providing the very best opportunities for professional and personal growth consistent with our mission.
3. Ensure that all its personnel with Medical Augmentation Program assignments complete initial platform specific training and undergo periodic refresher training.
4. Proactively enhance the quality of life of its members.
5. Accomplish its mission through teamwork.

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Strategic Goal 3: Technology

Introduction:

Technology integration is an important force multiplier for the Navy Medical Department, because it will allow us to maximize our mission accomplishment. The *“technology goal”* recognizes that such leveraging will occur as we improve our use of existing and newly developed technology and systems. The goal also covers the broad spectrum of technology and systems, including: the Composite Health Care System (CHCS), automated clinical records, digital radiology, telemedicine, and comprehensive data administration. Further, for new and emerging technology, transfer of information needed for the practice of medicine within the military health care system must pass smoothly between providers and platforms, regardless of service or location. Therefore, transmission of digital data must use open architecture protocols common to all elements of the Department of Defense. Technology must support continuity of care over the full period of eligibility for the Department of Defense health benefit and across all potential venues of care.

Goal: **The Navy Medical Department will be a leader in technology integration.**

Strategies:

The Navy Medical Department will:

1. Pursue the development and deployment of digital management information systems.
2. Ensure that Navy Medical communication systems are integrated to store and transfer medical information throughout the Department of Defense.
3. Encourage the use of appropriate available technologies to enhance and measure quality of care, readiness, patient satisfaction, resource utilization, and efficiency.
4. Obtain and distribute current hardware and software and train Medical Department personnel for collection of accurate and timely information.

Strategic Goal 4: Stewardship

Introduction:

To move beyond the paradigm of resource constraints, the Navy Medical Department accepts the responsibility to accomplish its mission with continuous improvements in efficiency. The Navy Medical Department will lead in the efficient and effective management and use of constrained financial, personnel, facility, and logistical resources. Improving the operation of our enterprise is a matter of fiscal prudence and proper stewardship requiring individual and organizational competence and ingenuity. This will be achieved through the empowerment and commitment of our personnel.

The Navy Medical Department will advocate multi-year funding to the Navy and the Department of Defense as a means of supporting this goal. Well-conceived facility master plans, supported by multi-year funding, will contribute to optimal use of our resources. These will require us to size and staff our infrastructure and operations appropriately at all levels of our organization to maximize medical readiness. In doing so, we will deliver those services which are appropriate for effective and efficient health maintenance and restoration.

Goal: **The Navy Medical Department will empower all its members and shepherd higher headquarters toward optimal resource stewardship.**

Strategies:

The Navy Medical Department will:

1. Forecast resource requirements based on provision of those health services shown to be most effective and efficient for health maintenance and restoration.
2. Develop and implement more innovative and efficient acquisition strategies.
3. Commit to the philosophy of multi-year funding for operation and maintenance of its facilities.
4. Encourage commands to use their facilities and resources in accordance with their updated master plans, focusing on quality management.
5. Proactively evaluate and size facilities, equipment, and requirements across the organization, adjusting infrastructure to provide optimal cost effectiveness.

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Strategic Goal 5: Health Benefit

Introduction:

Recent years have witnessed fundamental changes in the way health services are organized, delivered, and paid for, both in civilian and military sectors. The *"health benefit goal"* reflects our recognition that the future success of our system will depend on the Navy Medical Department meeting the challenges of change. Navy Medicine should address a number of key issues. Beneficiaries - active, retired, and family members, should have access to a uniform benefit which is managed, marketed, and delivered in an integrated system. We will ensure that those under our care have access to information necessary for informed personal choices concerning healthy living and selection of medical care. Whether we directly provide, or manage services provided by others, our system should be recognized for quality and value. We also understand that Navy Medicine will provide care within the Military Health Services System. This will require participation and cooperation with the Office of the Assistant Secretary of Defense for Health Affairs and the other services.

Goal: **The Navy Medical Department will assure that all eligible beneficiaries have access to their entitled health benefit in an integrated system.**

Strategies:

The Navy Medical Department will:

1. Promote wellness and personal responsibility for health.
2. Offer timely, user-friendly access to educational, preventive, diagnostic, and therapeutic health services.
3. Utilize its assets (personnel, materiel, and facilities) to their maximum potential.
4. Integrate seamlessly with other Federal health agencies as well as civilian managed care organizations.
5. Serve within the overall national health care system as a benchmark for providing quality services in a cost-effective manner.
6. Pursue an aggressive marketing agenda detailing the benefits of the Military Health Services System program to all eligible beneficiaries.

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A Note to All Navy Medical Department Personnel

Share Your Ideas for Improvement of Navy Medicine!

What you think is important to the future of Navy Medicine because you are our future. Participate! Be an active participant in your activity's efforts for continuous quality improvement and share your suggestions for process improvements.

You are the key to making this strategic plan work at your command. If you have any suggestions about how to improve Navy Medicine's strategic plan, please e-mail your suggestions to the Strategic Planning Division, Navy Bureau of Medicine and Surgery, at nmc9jrd@bumed40.med.navy.mil. Your suggestions will be reviewed for incorporation into the next revision of the plan, or if more immediate action is needed, forwarded to the appropriate Bureau of Medicine and Surgery code.

**Your Ideas
are
Navy Medicine's
Future!**

**“I’m on Course with
Navy Medicine!”**



**Navy Medical Department
Strategic Plan**